

# Executive VISION

Volume 7, Number 3 Summer 2007



## RECRUITMENT

Employers receive a harsh reminder of the importance of consistent recruitment practices and good record-keeping policies.

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## PRINCIPLE-CENTERED LEADERSHIP Program

*“Every organization and leader aspire to be great”.*

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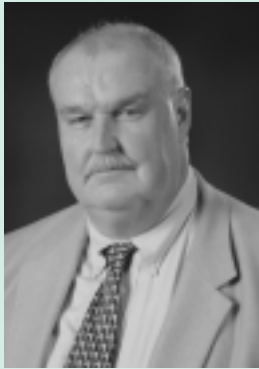
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# Executive ViewPoint

## Strategic Planning at the Department of Juvenile Justice: Avoiding Common Pitfalls



**Doug Engle, CIO**  
**Department of**  
**Juvenile Justice**

The Department of Juvenile Justice has engaged in a strategic planning process in each of the past several years, but this year's effort stood out from the others. We employed online surveys to obtain input from a larger number of staff, developed core values for the first time, and linked our goals to measurable objectives. State agencies can benefit from our experience by learning to identify and overcome common pitfalls that often arise in the strategic planning process.

Although a strategic planning process is generally a useful exercise for any organization, the process can generate its own distractions that undermine the effectiveness of strategic planning results. Here are a few of the common pitfalls of strategic planning that we anticipated and consequently avoided in our effort:

1. **Piling on** refers to including activities in a strategic plan that aren't quite strategic. The typical motivation for piling on is "to get credit for" or "to get visibility for" important activities and programs that are already underway. While ongoing activities may contribute to the achievement of one or more goals in the strategic plan, their inclusion should not overshadow or detract from new strategies that reflect the latest approach to realizing the organization's vision.

The DJJ planning team limited the number of strategies that could be applied to a given objective, thereby forcing ourselves to choose only the most "strategic" ones. We avoided including tangential or minor strategies and actions in the strategic plan which could have cluttered the final result. The strategic plan is intended to be a guide for the future rather than a memorial to past actions.

2. **Confusing terminology** can result when participants are not given the tools to distinguish among components of a strategic plan. Strategic planning participants may not immediately understand the

difference between goals and objectives, and between objectives and strategies. When participants in the strategic planning process are asked to develop objectives, they sometimes produce strategies instead.

The DJJ planning team agreed on definitions at the start of the process. We identified an objective as a measurable accomplishment that indicates progress towards a goal, and a strategy as a means for reaching the objective. The distinction among the terms goal, objective and strategy is illustrated in the following example:

*An organization may have a goal to improve customer service. The objective, which indicates progress towards that goal, might be to reduce wait times from 15 minutes to 5 minutes. A strategy is something an agency does to reach an objective and is distinguished by the fact that it is completely under the control of the agency. The strategy to reach the objective of reducing wait times could be to reallocate one position from the mail room to the customer interaction function.*

Clear definitions make for clear communication when it's time to roll out the strategic plan to the entire agency.

3. **Irrelevance** ensues when a strategic plan is not linked to budgetary decisions. The final step in our strategic planning process was to identify the staffing and budgetary implications of the strategies necessary for reaching our objectives. Organizations should schedule the strategic planning process within the annual budget cycle to ensure that it concludes near the start of the annual budget process. Developing a budget in the context of a strategic plan can help ensure that resources are aligned consistent with an organization's strategic priorities.

State agencies can make the most of their strategic planning process by including only truly strategic issues, defining terminology clearly, and linking the strategy to resource requirements.

For more information contact Doug Engle, CIO, Department of Juvenile Justice.



# PRINCIPLE-CENTERED LEADERSHIP Program

## *Leading the Way for a New Georgia*

**G**reat leadership is a defining characteristic of great organizations that consistently achieve superb, long-term, and lasting results – their strategic priorities. Most organizations and leaders aspire to be great. Unfortunately, some fall short of the desired results. However, great leaders consistently achieve great results. To do so, these leaders:

- Inspire trust among direct reports, superiors, and peers.
- Align systems and work processes that facilitate rather than hinder achievements.
- Clarify purpose by defining why goals are established and how the work of individuals contributes to those goals.
- Unleash the unique talents and contributions of people in their organizations.
- Make investment in their people.
- Encourage participation and teamwork.
- Ensure that the organization is delighting the customers.

The Principle-Centered Leadership Program of the Georgia Leadership Institute provides a mind- and tool-set approach that enables leaders to overcome barriers that lead to execution gaps (gaps between the desired results and the actual results). The Program also helps leaders enhance their personal and organizational effectiveness.

The Principle-Centered Leadership Program consists of three courses:

- **The Four Disciplines of Execution** addresses how to overcome the execution gap. Organizations typically

create achievable strategies. However, most people in the organization are unaware of the organization's goals or how to achieve them. Leaders who complete this course walk away with valuable tools, techniques and processes which will enable their organizations to achieve superb, long-term, and lasting results.

- **The Four Roles of Leadership** concentrates on organizational effectiveness. The course helps leaders define their mission, values, strategy, and customer needs; align processes, structure, and systems; and create an environment that fosters and releases the creativity, ability, and talents of people in the organization.
- **The Seven Habits of Highly Effective People** provides the foundation that strengthens the human side of performance. The course equips leaders with tools and skills to work at the highest levels of effectiveness, both with and through others.

Organizational greatness is within the grasp of every leader. The mind- and tool-set approach of the Principle-Centered Leadership Program will open doors for you and your organization.

For more information contact Ralph Hamilton of the State Personnel Administration Workforce Development Division at (404) 371-7371 or rxh@gms.state.ga.us.



Stephen R. Covey

## Covey speaks at Leadership Summit

Governor Sonny Perdue and The Georgia Leadership Institute hosted the 2nd Annual Governor's Leadership Summit on Thursday, May 10 at the Georgia World Congress Center in Atlanta. This year's theme was "Creating Your Leadership Legacy." Stephen R. Covey, author of "Principle-Centered Leadership" was the featured speaker. Georgia is only one of four states in the nation that has a state leadership institute.

*"We created GLI to enable us to become the best managed state in America."* – Governor Sonny Perdue

# Succession Planning

## *Meeting the need for employee development in state government*

The state, like the private sector, is facing a significant loss of experienced managers and supervisors due to retirement eligibility in the next 5 years. One of the best strategies to deal with these projected losses is Succession Planning.

Succession Planning involves the systematic development of staff who are capable of assuming higher leadership levels. The development process is normally measured in years rather than months. For this reason, Governor Perdue has made succession planning a priority for state leadership. For qualified current employees who wish to progress in their careers, succession planning presents an excellent opportunity to meet their career goals.

The Georgia Bureau of Investigation (GBI) appears to be on the cutting edge when it comes to succession planning. As a result of their succession planning efforts, which date back to 1996, they have numerous internal candidates ready to assume key leadership roles in the agency.

The GBI uses a two-tiered approach of management training administered through Columbus State University to develop staff to assume higher leadership levels in the organization. Vernon Keenan,

Director of GBI, said he could see the benefit of the training by some of the employees' motivation.

"I knew we had a winner for our development process when some staff members were willing to pay out of their own pocket to get earlier training instead of waiting until the agency could afford to send them."

Ms. Luanne Worley, Human Resources Director, noted that since the development program was implemented, there has been a significant decrease in grievances, lawsuits and other indicators of employee dissatisfaction.

Stemming from the recommendation of the Commission for a New Georgia, the State Personnel Administration (SPA) initiated the Georgia Leadership Institute (GLI), to help meet the need for employee development in state government. GLI offers developmental programs at each echelon: pre-supervisory, supervisory, middle management and executive. The programs are designed to help prepare attendees to assume a higher leadership level or to enhance the competencies of staff already functioning at these leadership levels.

For further information, call SPA, Workforce Development Division, at 404.371.7371 or visit [www.state.ga.us](http://www.state.ga.us).

## State Drug Testing Program Enhances Services

Human Resources personnel from 30 agencies recently attended a half-day workshop on the state's drug testing program. Sixty participants attended the training, presented by Barbara Murdock, State Personnel Administration (SPA) drug testing program manager. The drug testing program is administered to more than 100 state agencies and authorities, community service boards, public health districts and the University system.

The forum focused on the testing process, the types of testing, the random selection procedure, and SPA's new drug testing web site, which is targeted to be fully operational in FY08. In concert with SPA's emphasis on outstanding customer service, the web site will update test results every three hours, seven days a week. This will give customers much faster knowledge of test results than they presently have.

Currently, testing data is available to designated employees of customer agencies the next working day after results have been uploaded into PeopleSoft. Under the new system, results will still go into PeopleSoft but will be available on the SPA's Drug Testing web site up to 24 hours sooner. The web site will also give access to results to those customers, primarily schools that are part of the University system, who do not use the State's version of PeopleSoft.

In addition to almost immediate knowledge of results, the web site will allow customers to run reports on their individual agency's results and retrieve their monthly random selection list in Excel. The web site will also enable designated individuals at remote facilities to

## The Changing Job Market

The climate of job security is changing as the job market continues to tighten and employers continue to compete for skilled workers. Although 2006 was a time of change and lay offs for many employees, a recent survey by Right Management of Philadelphia polled 1,001 full-time workers and found 82 percent of employees feel they can depend on their job with little or no possibility of losing employment in the up-coming year.

**Drug Testing**  
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# The need for good record-keeping in HR

Employers received a harsh reminder of the importance of consistent recruitment practices and record-keeping policies in January when an administrative law judge approved a consent decree requiring Goodyear Tire & Rubber to pay \$925,000 in back wages to 800 female job applicants who alleged hiring discrimination at a Goodyear plant in Virginia. Goodyear also agreed to hire 60 of the women, conduct annual training for plant managers and provide semiannual reports to document compliance.

The Office of Federal Contract Compliance Programs filed the complaint against Goodyear in June 2006. The OFCCP completed nearly 4,000 compliance evaluations in 2006 and recovered \$51.5 million for workers subjected to unlawful discrimination, an increase of 14 percent from 2005 and a 78 percent increase compared with 2001.

This significant jump in monitoring and enforcement activity was fueled in part by the OFCCP's new active case management system, which uses statistical tools to prioritize reviews of recruiting and employment practices of companies with federal contracts.

In addition to increased monitoring from the OFCCP for federal contractors, recruitment-related record-keeping requirements for all companies may fall under scrutiny from the Equal Employment Opportunity Commission when applicants allege discrimination.

As recruiters face greater time-to-fill pressures and employers increase Internet and recruitment agency sourcing, the risks arising from poor record-keeping practices grow. At the same time, careful record keeping throughout the recruitment process can produce valuable data to help move employers beyond compliance into the realm of better business intelligence.

## case study

A client of Fisher & Phillips in Fort Lauderdale, Florida came under an EEOC charge when an applicant with a Latino name alleged that he applied for a position and was rejected, and then applied again under an Anglo name and was accepted. The applicant filed a discrimination charge with the EEOC, which issued a cause.

The company could not produce the proper records, and the EEOC inferred that the missing records contained incriminating information. The company was forced to enter a conciliation agreement.

"Record retention should always be a concern for the company," Kacy Margaret Marshall, employment law associate at the firm says. "Witnesses may leave the company; records are all you can rely on."

## Clarity and consistency

"It's important to have the right process for gathering applications," cautions W. Christopher Arbery, a partner specializing in employment law in the Atlanta office of Hunton & Williams. "Employers must correct any lack of clarity stemming from multiple methods for applicants to express interest."

Legal experts agree that one of the largest record-keeping risks arises when employers assume they are not responsible for records on applicants screened out by recruiting agencies.

"The employer is still responsible for all recruitment-related record keeping," says Kacy Margaret Marshall, an associate specializing in employment law at Fisher & Phillips in Fort Lauderdale, Florida.

"Even if the agency warrants that it complies with all requirements, the employer must confirm that the agency is maintaining proper records," Marshall says. "Ultimately, responsibility for compliance rests with the employer."

The OFCCP issued its final rules on record-keeping requirements for Internet applicants in 2006. Some employers are now controlling their liability under the new rules by carefully defining basic qualifications for positions and establishing protocols for accepting applications and "expressions of interest."

Employers are also using random cutoffs to reduce the number of applications, posting salary ranges to eliminate candidates with expectations outside the range, and excluding all unsolicited résumés.

Although some questions about the Internet applicant record-keeping requirements remain unanswered, Arbery and Marshall report that their clients have not encountered serious difficulties with the new rules. Instead, most problems continue to arise from broader issues in record keeping.

In OFCCP and EEOC investigations, the HR function is responsible for producing documentation. With the OFCCP, the risk for companies is debarment. "OFCCP does not look to debar companies," Arbery notes. "Instead, it attempts to reach conciliation agreements and to achieve compliance."

The EEOC, however, puts more teeth into enforcement, Arbery says.

"When EEOC finds a company in violation, it is more likely now than it was five years ago to go to court with it," he says. "If the EEOC finds an adverse impact and determines that the employer intentionally engaged in insufficient record-keeping practices, EEOC may go for damages," Arbery says.

Marshall notes that both the OFCCP and EEOC infer the failure to provide adequate recruiting records may be an attempt to conceal discriminatory practices.

"The EEOC's 'adverse inference' concept comes into play when employers have not met the record-keeping requirements of the ADA, ADEA or Title VII of the Civil

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# Recruitment

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Rights Act," Marshall says. "The OFCCP also maintains a similar position that if the employer destroyed or failed to preserve records, it may presume that the information was unfavorable to the employer."

## Beyond compliance

All employers should periodically review their recruitment record-keeping practices for compliance with federal regulations. This review can be combined with an evaluation of all data collected during recruiting to ensure constant improvement in the hiring process and a holistic approach to compliance and business results.

"First and foremost, better recruitment record keeping allows more data to be captured and shared across the enterprise in a way not seen in the past," Fenton reports. HRO and ATS vendors have long promoted integration. With the advent of better record-keeping and reporting architecture, integration is a real possibility.

"The architecture is deep in that it can capture all the data required by the government," Fenton notes. "It is also varied. Not only does it allow new ways to review and report data, it also allows candidates to share more pertinent facts not always captured in previous generations of systems."

Sound data management requires consistent record-keeping practices.

"Leading companies understand that good processes – and training to adhere to these strategies – captures good data and begets good decision-making," Fenton says.

The best applications today can capture required and voluntary information and integrate that data in a way that is scalable. Compliance requirements can now be better met because the data are stored in a common language in a common place. The scalability factor is becoming more prevalent as performance and learning management systems begin to draw from data initially captured in the hiring process.

"What we're seeing in the marketplace is the ability to warehouse incoming data from recruiting that captures information on skill sets and other factors," Fenton says. "Then as other applications come into play – succession planning applications, for example – you already have skill sets and profiles in the system. It's an immature model, but more companies are adopting it and looking for integration."

Sound record keeping and compliance start before the candidate applies for a position, through the use of good systems and process management, Fenton says. "It continues with the understanding of how to use the data, how to execute strategies to develop the workforce and protect the company, and, finally, through managing key constituencies with a consistent approach." ■

By Fay Hansen – Reprinted from "Workforce® Management"

## WORKFORCE TRENDS

# How to retain good employees



**W**ith the recent job

market change in favor of employees who have great education and good work experience, organizations across the nation are increasing retention efforts to keep these knowledgeable workers from walking out the door. Recent surveys already indicate today's

workers are quite optimistic about employment opportunities in 2007. In fact, a joint poll by the Society for Human Resource Management (SHRM) and CareerJournal.com showed more than 75 percent of employees are looking for new work opportunities although only 39 percent were actively conducting job searches.

Have you considered employee engagement? With the mindset of the 21st Century workforce, where many employees feel employer loyalty is a thing of the past, employee engagement is becoming a strategy to help minimize voluntary separations and retain a quality workforce. ■



**One upcoming trend for ensuring retention is employee engagement. In fact, the emerging trend is the more employees are engaged in an organization, the less likely they are to leave the company.**

## Top reasons employees leave jobs

A Careerjournal.com survey shows the top reasons employees choose to leave organizations according to the employees and HR professionals:

- Better compensation elsewhere (30% of employees, 40% of HR professionals);
- Career opportunity elsewhere (27% of employees, 48% of HR professionals);
- Dissatisfaction with potential for career development (21% of employees, 29% of HR professionals).

# Legal News



## Congress Gets Serious About the Use of Genetic Testing Data in the Workplace

After more than 12 years on the federal legislative agenda, Congress is about to pass the anti-genetic discrimination bill.

On Wednesday, April 25th, the House approved a bill prohibiting employment and insurance discrimination based on a person's genetic predisposition to a disease. A standing committee in the Senate approved a similar bill earlier this year.

The bills, as currently drafted, would not pre-empt legislation dealing with the same subject matter already enacted on the state level. At least 32 states have anti-genetic discrimination laws on their books.

Georgia has its own statute, O.C.G.A. § 33-54-1. et seq. However, unlike the proposed federal legislation, Georgia's law only protects individuals from insurance providers utilizing genetic testing results to deny access to accident and sickness insurance. There is no provision in the state statute directly restricting employers' use of genetic data when making employment-related decisions.

The White House has not registered any opposition to the provisions of the bill; so, there is a very good chance of such a bill being signed into law this year.

## Drug Testing

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view the test results of their facility. For example, HR personnel at the Department of Corrections will be able to access all drug test results for their department, and designated personnel at the Georgia State Prison in Reidsville will be able to view the results of tests for applicants and employees from Reidsville. This will make the reporting process much less time consuming for the larger agencies.

A variety of drug testing information will be consolidated on the new web site, so that customers can access the information they need from one site. The web site will provide a list of collection sites, pertinent state and federal rules and regulations, downloadable forms and templates, and best practice recommendations. SPA's Drug Testing Program Administrator will continue to be available for consultation on all issues specifically related to the program as well as on drug-free workplace and testing issues in general.

The purpose of the state's drug testing program is to provide a safe workplace for employees of state agencies and their customers. Over 12,000 drug tests are performed on employees and job applicants annually. Laboratory and medical review services are contracted for by SPA on behalf of State agencies. The program consists of a network of over 140 collection sites around the state, a laboratory that provides Custody and Control supplies and specimen analysis, and a Medical Review Officer (MRO) who verifies the results and reports them to SPA's program administrator.

## HR News Briefs

### Good news for HR professionals

According to the U.S. Bureau of Labor Statistics, demand is on the rise for HR jobs. The Bureau predicts job growth in HR will continue to rise as employers struggle to replace a growing retirement cohort as well as meet the needs of a changing labor market and aging workforce. A tight labor market for skilled workers also contributes to a greater demand for professionals in recruitment. The demand is also expected to increase in jobs that administer benefits and compensation packages. The increased demand for HR professionals has already pushed HR salaries up, although total compensation, when compared to other business occupations, still lags behind the market. Current distribution in HR jobs according to the Bureau of Labor Statistics include:

Training and Development	216,000
Recruitment	182,000
Other/labor relations	166,000
HR Managers	157,000
Compensation/benefits/job analysis	99,000

### Executive Telework Facts:

According to a recent survey of 150 senior executives in the nation's 1,000 largest companies:

- 12 percent of professionals at the executive level of companies never telework
- 55 percent rarely telework
- only five percent telework frequently



## QUESTIONS AND ANSWERS

**Q I want to appoint someone to a vacancy in my agency and I sense some reluctance from my HR staff. Why would they be reluctant?**

**A** Most likely, they are reluctant because they are concerned with the integrity of the selection process; not because what you want to do is wrong, but it may not serve the best interest of the agency. When a position is established or becomes vacant, the best outcome is to fill the position with someone whose qualifications most closely match what the position requires. The best way to accomplish this is to screen the qualifications of interested applicants received in response to widely distributed vacancy announcements designed to identify people with job related skills. If the candidate you want is the best qualified, it should become evident through this objective process. By going through the process, the agency (and therefore the state) benefits because the best

available qualified candidate has been identified. In addition, the agency and state avoid the cost of defending themselves, and you, against court challenges or challenges through other administrative avenues. Most HR Directors can tell stories of trying to address the inadequate performance of individuals who were hired because they were “connected,” either at the agency level or at the state level. Indeed, the state designed a merit system to select, develop, and promote individuals based on ability rather than other subjective factors, such as non-job related affiliations. Typically, the best practice is to establish and consistently utilize an objective selection process.

The short answer to your question is: your HR staffer has the best interest of the agency at heart and would probably appreciate the clearance to discuss such concerns with you in the future, without fear of retribution.



## INTEGRATING WORK AND TECHNOLOGY

### Wasting time in the workplace

A survey by Salary.com and America Online recently found surfing the Internet was the most popular way for employees to waste time at

work. Fifty-two percent of respondents of the survey, conducted in 2006 using a pool of 2,700 employees, admitted to surfing the Internet while on company time. The second biggest admission of ill-spent time not working was socializing with co-workers and colleagues. The overall list of time-wasters include:

➤ Surfing the Internet	52%
➤ Socializing with other employees	26%
➤ Running errands	8%
➤ Spacing out	7%
➤ Personal phone calls	4%
➤ Arriving late/leaving early	3%
➤ Job searching	1%

**Submit questions for “Ask the Experts” to [chenderson@gms.state.ga.us](mailto:chenderson@gms.state.ga.us)**



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